



Perry's Victory and International Peace Memorial

Long-Range Interpretive Plan

October 2011



Perry's Victory and International Peace Memorial



Aerial photograph of the park courtesy of John Rees, Putinbayphotos.com

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Introduction



Background

Perry's Victory and International Peace Memorial (PEVI) was established to honor those who fought in the Battle of Lake Erie, during the War of 1812, and to celebrate lasting peace between Britain/Canada and the United States.

Located on South Bass Island, just five miles from the longest undefended border in the world, the memorial's Doric column rises 352 feet over Lake Erie. Beneath the rotunda floor lie the remains of three American and three British officers killed during the battle.

In the early 19th century, the rapid and unorganized settlement of the Northwest met violent resistance from Indians, led by the Shawnee Chief Tecumseh. Congress accused the British in Canada of supplying the Indians and encouraging them to harass Americans in order to preserve the wilderness for the British fur trade. Expansionist-minded congressional War Hawks, seeing their chance to rid the continent of the British and take possession of all of Canada, whipped up national sentiment to a fighting pitch and cast the deciding votes for war.

By mid-1813, the war was going badly for the young nation; a stalemate existed. Early in the war it became clear that Lake Erie was vital to control of the Northwest. For either army to advance any distance into enemy territory, secure passage on the lake was essential for supply and communication. The British held that advantage from the outset. By mid-August 1813, although American general William Henry Harrison's army in Ohio was nearly ready to move into Canada, he was ordered not to advance without naval support. While the army struggled through invasion and counter invasion, plans to wrest control of the lake from the British had already begun.

After President James Madison gave the go-ahead in September 1812,



Tecumseh

construction of the fleet began at Erie, Pennsylvania, under the direction of Daniel Dobbins. Work was hampered by a shortage of materials, too few craftsmen, and poor transportation. The arrival of Oliver Hazard Perry in March provided the boost the operation needed. With no time for craftsmanship, the ships, hastily built of green wood, were meant for one fight. By mid-July, the fleet was finished and afloat in Presque Isle Bay—two brigs and four schooners built at Erie, and five smaller vessels brought from Black Rock, New York.

Perry's problems were not over. He was forced to recruit soldiers to fill his crews because of a shortage of seamen. The British blockade also prevented him from getting his vessels over a sand bar that kept the British out of the harbor. When the British fleet mysteriously left on August 1, the operation to float Perry's fleet over the sand bar began. The heavy brigs were stripped and buoyed by airtight barges attached to the hulls. After five days

of continuous effort, the fleet floated outside the bar, sailed into the lake, and soon anchored in the harbor of South Bass Island.

At dawn on the morning of 10 September 1813, a lookout spotted six British vessels to the northwest of Rattlesnake Island. Immediately, Master Commandant Oliver Hazard Perry issued a flurry of orders and prepared to engage the British. Perry's fleet on Lake Erie severed the British supply route from Fort Malden to Port Dover, forcing the British to either fight or abandon the fort.

The British squadron of six vessels with 63 cannon faced the American flotilla of nine vessels and 54 guns. The British long guns could throw a cannonball approximately one mile, accurately to about one-half mile. The American ships, primarily armed with carronades, had less than half the range of a long gun. The carronades, however, inflicted much more damage at close range. Perry needed the wind to his back to close within reach.

When the squadron sailed from Put-in-Bay harbor at 7:00 am, the American vessels steered west-northwest with the wind blowing from the west-southwest. For more than two hours,

Perry repeatedly tacked his ships in an effort to put the wind to his back, but with no success. The frustrated Perry conceded to the weather at 10:00 am, issuing orders to turn his fleet in the opposite direction. But before the order could be executed, the wind suddenly shifted to blow from the southeast, placing the wind directly behind the Americans.

Perry's opponent, Commander Robert Heriot Barclay, was an experienced Royal Navy officer who fought with Lord Nelson at Trafalgar in 1805, and four years later lost an arm fighting the French. Barclay's options did not alter when the wind shifts, so the Scotsman pointed his bow sprits to the westward, and hove to in line of battle.

With the wind at his back and the British battle line finally revealed, Perry made his own tactical adjustments. He placed the schooners *Ariel* and *Scorpion* off the flagship's weather bow to engage the first British vessel and to prevent the enemy from raking his fleet. The *Lawrence*, a 20-gun brig and Perry's flagship, was third in line and engaged the Detroit, Barclay's 19-gun flagship. The *Niagara*, Perry's other 20-gun brig and the *Lawrence's* sister ship, sailed fifth in line. The *Niagara*, captained by Master Commandant Jesse Elliott, engaged the 17-gun *Queen Charlotte*, the second largest British ship. Last in line, the smaller schooners and sloop engaged the smaller British vessels.

Just before the engagement opened, Perry hoisted his battle flag to the flagship's main truck. The large navy blue banner was emblazoned with the crudely inscribed words, "DONT GIVE UP THE SHIP." For his battle slogan, Perry used the dying words of Captain James Lawrence, a friend of the commodore killed on 1 June 1813. Perry's flagship was named for the fallen Lawrence, and the dead hero's inspiring words clearly indicated Perry's determination to prevail.

Perry's battle flag



At 11:45 am, the Detroit fired the first shot at extreme range, a 24-pounder that splashed harmlessly near the *Lawrence*. A few minutes later a second 24-pounder fired, but this time the heavy ball punched through the bulwarks of the *Lawrence*; flying splinters killed and wounded American sailors. The *Lawrence*'s carronades were still far out of range, so Perry issued orders to the *Scorpion*, with one long 24-pounder, and the *Ariel*, with four long 12-pounders, to open fire. For the next 30 minutes, Perry struggled to close within range, passing almost the entire British battle line and suffering punishment all the way.

In the light wind, Perry's small gunboats fell behind. Even with all sail set and sweeps working, when the battle opened they are still two miles astern and temporarily out of the fray.

At 12:15 pm, Perry cruised within range, luffing his flagship to bring her starboard guns to bear. When the *Lawrence* unleashed her broadside, the heavy 32-pounders crash into the British ships. As soon as the *Niagara* moved in, the advantage would rest with the Americans. The commodore peered astern, expecting to see the *Niagara* edging in toward the *Queen Charlotte*. Instead of closing, to Perry's surprise, Jesse Elliott has ceased his forward movement, holding the *Niagara* dead in the water.

Elliott later claimed that his actions were justified. The *Caledonia*, directly ahead of the *Niagara*, also shortened sail. The *Caledonia*'s commander, facing the *Queen Charlotte*'s vastly superior broadside, wisely decided to stand off and not futilely jeopardize his vessel. Since one of Elliott's two procedural directives dictated that he maintain his position in line, Perry's second-in-command was simply following his superior's orders. Elliott opened with the *Niagara*'s 12-pounder bow chaser, the only gun able to bear given the *Caledonia*'s position.



As the battle progressed and the *Caledonia* continued to hesitate, Elliott decided to range in front of the smaller brig. The *Niagara*'s captain displayed initiative by abandoning the rigid line-of-battle tactic, justifiably disregarding one of his superior's orders. Having made his move, Elliott followed Perry's second specific order, to engage his designated adversary, the *Queen Charlotte*, at close range. But instead of closing with the British line, Elliott eased the *Niagara* to windward, angling slightly away from the enemy ships. The reason for Elliott's questionable movement is still debated, but regardless of motive the *Niagara*'s carronades, almost 40% of Perry's total broadside strength, sat out of range.

With the *Niagara* lingering to windward, the *Queen Charlotte*'s guns were useless. The commander of the second largest British vessel, possibly not understanding his adversary's move but anxious to bring his guns to bear, allowed his vessel to glide forward of the *General Hunter*, where she could assist the Detroit against the *Lawrence*. Practically ignoring the smaller American support vessels, the *Detroit*, *Queen Charlotte*, and *General Hunter* focused their broadsides, pounding the *Lawrence* while the

The American fleet was armed primarily with carronades which took fewer men to fire and could shoot larger shot. However, carronades had a shorter range than the British long guns.



J. Perry Newell's romanticized view of the Battle of Lake Erie, 1813

Niagara remained a spectator. Fighting desperately, the American flagship inflicted considerable damage on the British until the *Lawrence* was overwhelmed by superior firepower.

By 2:30 pm, Perry's flagship was a floating wreck with every gun on her engaged side disabled and four of every five men fit for duty either killed or wounded. Perry faced the dismal prospect of surrender.

Then, as he gazed across to the *Niagara*, still out of range and relatively undamaged, Perry made a fateful decision. Collecting four unwounded men, he manned the flagship's cutter and rowed through a hail of shot to the *Niagara*. Miraculously, Perry and his boat crew reached the *Niagara* unscathed.

Following a brief conversation, the flotilla commander dispatched Elliott in the same small boat to hurry along the lagging gunboats. Perry then prepared the *Niagara* for immediate action, put the helm up, and sailed toward the British line.

The British, though they pounded the *Lawrence* into a crippled hulk, suffered terribly. During the engagement, Barclay was severely wounded and the captain and first lieutenant of

every British vessel incapacitated. The English fleet was now commanded by junior officers with little or no experience maneuvering ships in the chaos of combat. When they observed the *Niagara* bearing down on their line, the British attempted to wear ship—to turn their vessels around to bring the unused starboard broadsides to bear. Amidst the tumult of battle, the battered *Detroit* and *Queen Charlotte* collided, becoming helplessly entangled.

Taking full advantage of the enemy blunder, Perry steered the *Niagara* through the jumbled British battle line. Unleashing both broadsides, the American commodore ravaged the vulnerable British ships. As the *Niagara* pressed through the British line, Perry backed the maintop sail, holding the *Niagara* stationary while her belching carronades decimated the enemy decks. The wind picked up, allowing the sluggish gunboats to rush forward and rake the enemy from astern.

A few minutes after 3:00 pm, the British bowed to the inevitable. The four largest vessels surrendered one by one. The gunboats *Chippawa* and *Little Belt* attempted escape, but were pursued and snared by the *Scorpion* and *Trippe*. The entire British fleet had been captured.

The Battle of Lake Erie proved to be one of the most resounding triumphs of the War of 1812, although a costly victory. The *Lawrence* bore the worst of the fighting with 22 of the 27 American dead and 64 of the 96 wounded. Perry was miraculously untouched. The British suffered 41 killed and 92 wounded.

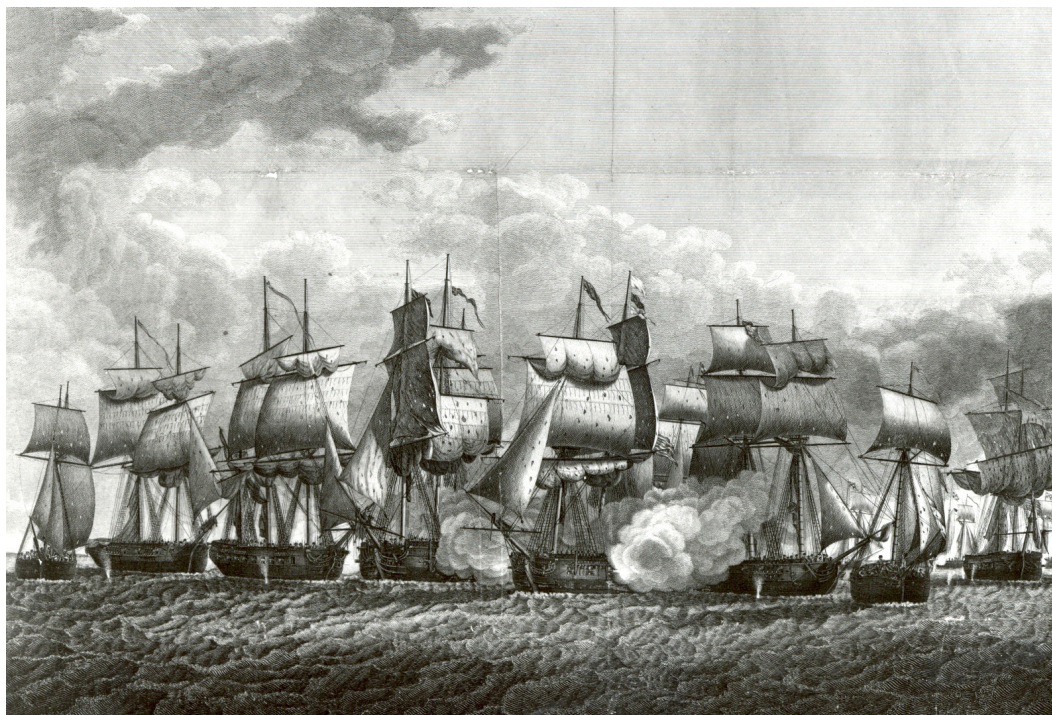
Perry's compassion for the British wounded and treatment of the prisoners earned him the respect of the British. Soon after the battle, the vessels anchored near West Sister Island to begin hasty repairs from there, Perry composed his now famous

message to William Henry Harrison. Scrawled in pencil on the back of an old envelope, Perry wrote, “Dear General: We have met the enemy and they are ours. Two ships, two brigs, one schooner and one sloop. Yours with great respect and esteem, O.H. Perry.”

With Lake Erie in American hands, the British abandoned Fort Malden and retreated up the Thames River. By 27 September, Perry’s fleet ferried General Harrison’s 5,000-man force to the Canadian mainland. Harrison’s army pursued General Procter, caught, and decisively defeated the small British army and its allied Indian force on 5 October 1813 at the Battle of the Thames. There, near Moraviantown, Tecumseh, the Shawnee leader of the Indian confederation, died in battle along with the last British/Indian hope for domination in the Northwest.

During the peace talks at Ghent, Belgium, the dual victories of Lake Erie and the Thames insured that the states of Ohio and Michigan remained the sovereign territory of the United States of America.

“Dear General: We have met the enemy and they are ours. Two ships, two brigs, one schooner and one sloop. Yours with great respect and esteem, O.H. Perry.”



Photograph of Battle of Lake Erie steel engraving print from the park’s museum collection

The Foundation



Webster P. Huntington

Memorial History

There were many efforts to build a monument to honor Perry's victory.

The first was initiated in 1852 when the *Sandusky Register* proposed the formation of an association to develop plans for a monument and raise funds. Annual celebrations followed, both to commemorate the battle and solicit money to design and construct a suitable memorial. On September 5, 1859, over 15,000 people attended the annual Battle of Lake Erie anniversary celebration culminating in the laying of a cornerstone for a great monument to be erected on Gibraltar Island. Early enthusiasm soon waned and, with the onset of the American Civil War, interest in the memorial evaporated.

A second effort, begun in 1867, led to the formation of the Perry Monumental Association, another fundraising effort, but no monument.

From 1890 to 1903, the U.S. Congress considered 11 separate bills for the creation of a monument, but every effort failed.

For over 50 years, a gleam of hope had been kept alive in one fashion or another, yet nothing happened. What the movement lacked was a dominant personality, someone who possessed both drive and determination. As the centennial of the battle approached, Webster P. Huntington filled the leadership void.

Webster P. Huntington, scion of the founder of the Huntington National Bank of Columbus, Ohio, became enamored with the concept of a monument to Perry. Together with John Eisenmann, an architect and engineer, he enlisted support from nine states (OH, PA, WI, IL, NY, MA, RI, MI, KY) plus the federal government. Federal participation in the project, however, provided funding only if a public competition led to the actual memorial design.

As a result of the federal caveat, the newly formed U.S. Fine Arts Commission embarked on its first ever design competition and, in October 1911, issued the "Program of a Competition" to select an architectural design. Eighty-two architects, from 19 cities, submitted a total of 54 designs.



Workers setting the first course of granite blocks

The design of associated architects Joseph H. Freedlander and Alexander D. Seymour Jr. of New York City won the competition, construction began in October of 1912, and the memorial stood completed in June of 1915.

Perry's Victory Centennial Commission operated the memorial from 1915 to 1919; Perry's Victory Memorial Commission took over operation from 1919 to 1936.

On June 2, 1936, Congress approved an act (49 Stat. 1393) authorizing President Franklin Roosevelt "to establish by proclamation" Perry's Victory and International Peace Memorial National Monument.

Proclamation No. 2182, issued by the president on July 6, 1936, officially established the Perry's Victory and International Peace Memorial National Monument, and gave the director of the National Park Service responsibility for the "supervision, management, and control" of the monument.

On October 26, 1972, Congress re-designated the monument as Perry's Victory and International Peace Memorial.

In 2002, the National Park Service completed a new visitor center near the memorial.

Purpose & Significance

Purpose

Purpose statements normally emerge from the language that created the park.

In the case of the memorial, Congress and the president had a dual purpose in mind, evident in the name given to the site and stated in the June 2, 1936 act, (Perry's Victory and International Peace Memorial National Monument). They added the column and surrounding land to the National Park System

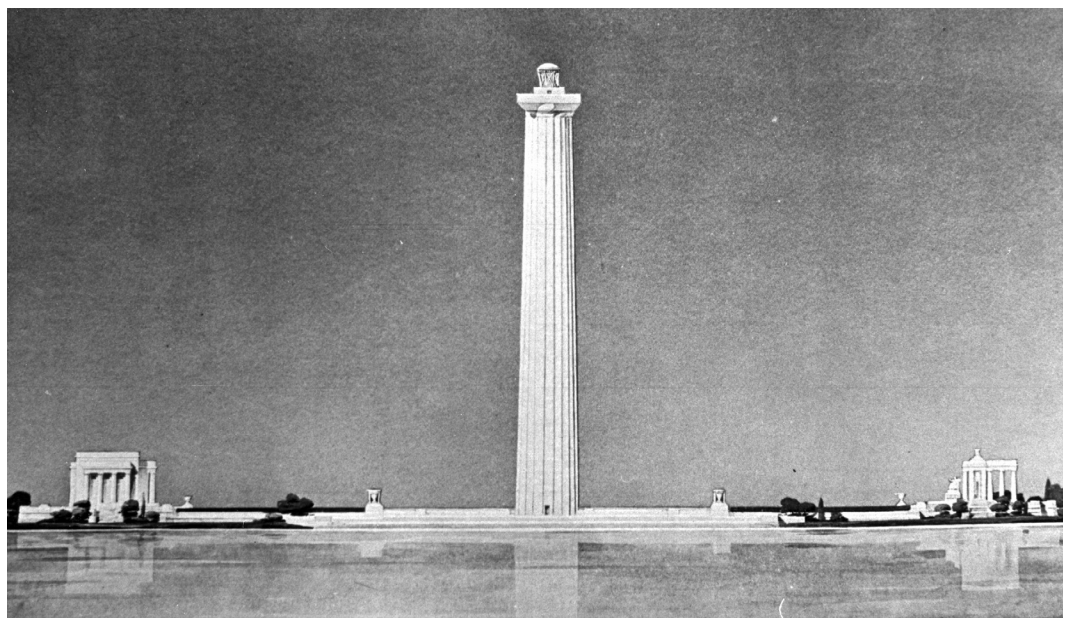
for the preservation of the historical associations connected therewith [the Battle of Lake Erie, the War of 1812, and the memorial], to inculcate the lessons of international peace by arbitration and disarmament, and for the benefit and enjoyment of the people.

Significance

Significance statements provide additional insight into the distinctiveness of each National Park Service (NPS) unit and help to place a park within regional, national, and international contexts.

These factual statements summarize the essence of a park's resources and

Freedlander's and Seymour's winning design – the two auxiliary structures were never built due to lack of funding.



suggest why they are important enough to be considered national treasures and worthy of NPS designation.

Perry's Victory and International Peace Memorial is nationally significant because:

The Battle of Lake Erie, fought between American and British navies during the War of 1812, was a decisive American victory for forces launched from the safe harbor at South Bass Island and commanded by Oliver Hazard Perry.

The victory had both personal consequences for individuals involved in the battle and far ranging results for nations involved in the War of 1812, including settlement of the North American frontier, the removal of Indian tribes, and the negotiation of peace.

The memorial, an engineering marvel of its time, serves as a symbol of international peace and a reminder, within sight of the undefended border with Canada, of lasting peace between former enemies.

"The obscurity of this war, however, should not blind us to its significance: it was an important turning point, a great watershed, in the history of the young republic.

It concluded almost a quarter of a century of troubled diplomacy and partisan politics and ushered in the Era of Good Feelings.

It marked the end of the Federalist party but also vindicated Federalist policies, many of which were adopted by Republicans during or after the war.

The war also broke the power of American Indians and reinforced the powerful undercurrent of Anglophobia that had been present in American culture since the Revolution. Above all, it promoted national self-confidence and encouraged the heady expansionism that lay at the heart of American foreign policy for the rest of the century. Although looking at the past, the war was fraught with consequences for the future, and for this reason it is worth studying today."

The War of 1812 by Donald R. Hickey, 1990



Perry's Victory is the only international peace memorial in the National Park Service. It stands as a testament to peace between nations once at war.

Interpretive Themes

The thematic framework proposed for the park identifies several stories that address the War of 1812 and the peace and memorialization that followed.

These stories are presented as topics, theme statements, and content paragraphs that suggest details associated with each primary theme.

They adhere to recent tenants of interpretive theme construction. That is, primary interpretive themes . . .

- derive from a site's purpose and national significance.

- capture and convey the meaning of a place not solely facts.

- open minds to new ideas and introduce multiple points of view.

- suggest connections, meanings, and relevance.

- link universal experiences with tangible resources (see Appendix 2).

provide a foundation for more specific programs, presentations and exhibits.

are expressed in single sentences.

"Sound themes encourage exploration of the context in which the events occurred and the effects of those events. They go beyond a mere description of events to foster multiple opportunities to think critically about the many complexities—the 'shades of gray' and multiple perspectives—of the events, stories, and issues represented by a park. In other words, park interpretive themes are designed to serve as a vehicle that allows exploration of the question—'So what do the events of the past have to do with me and my times?' Themes help explain why a park story is relevant to people who are unconnected to an event."

National Park Service Northeast Region,
Interpretive Theme Primer

Workers setting the twenty-fourth course of granite



Topic: Motivations

Theme Statement

As is often the case with conflict, the motivations that precipitated the War of 1812, and the reasons that individual soldiers, sailors, and warriors fought are complex and often personal.

This theme poses questions with many answers.

It focuses on why England and the United States went to war, again, in 1812, and why individuals chose to fight. It sets the global chessboard and identifies the pieces in play. Who fought? Who didn't? Who beat the war drum? Who opposed a declaration of war? Who paid the steep price of war and who profited?

Above all this theme asks, "Why go to war and risk wealth and property, injury and death?"

"To Great Britain the War of 1812 was simply a burdensome adjunct of its greater struggle against Napoleonic France. To the Canadians it was clearly a case of naked American aggression. But to the Americans it was neither simple nor clear. The United States entered the war with confused objectives and divided loyalties and made peace without settling any of the issues that had induced the nation to go to war."

"The War of 1812" — American Military History, Army Historical Series, Office of the Chief of Military History, United States Army

Topic: Leadership

Theme Statement

Victory and defeat at the Battle of Lake Erie revolved around leadership, experience, perseverance, and luck—who had it and who lost it.

This theme explores the commanders of the opposing fleets and, to a lesser

degree, the sailors who fought on amidst the deadly volleys. What set of individual characteristics carried the day? What critical supply and command decisions shaped the outcome? What rivalries and controversies molded the battle's history?

Are there leadership lessons that can be applied to other aspects of life?

Topic: Naval Warfare

Theme Statement

The Battle of Lake Erie demonstrated not only the strategic value of maritime supply lines but also serves as a case study in the tactical use of weapons and wind.

This theme focuses on the big picture and the small.

How did this single naval battle shape the overall war effort? It explores the importance of supply lines, the difficulties of early 19th-century troop deployment on land, and the value of Lake Erie—the prize that tipped the balance of power on the Canadian front lines. It reviews the proud history of navies, of British dominance and American emergence as a naval power.

But this theme also focuses on ship construction, armament choice and how weapons influenced battle tactics and battle outcome. It pounds home the realities of fighting aboard wooden ships, the jobs and skill levels of 19th-century sailors, and the vagaries of conflict aboard warships powered by wind.

Topic: Effects and Outcomes

Theme Statement

Like other conflicts, the War of 1812 raises questions, still debated, about the cost of war, about "winners" and "losers," and about short and long term impacts on the lives of peoples and the development of nations.

This theme focuses on the impact of the war and the effect that the outcome had on native peoples, the U.S., and Canada. It is the vehicle for interpreting the Treaty of Ghent and assessing the costs and the achievements of the war.

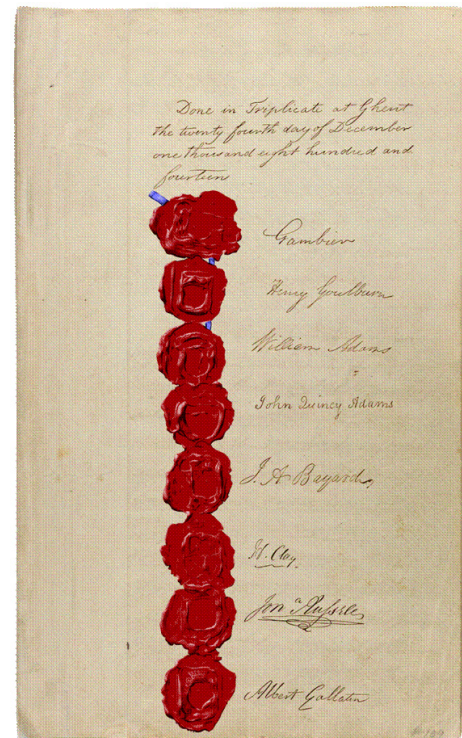
It poses questions about who won and lost, but it moves beyond simplistic conclusions. Instead, it invites discussion of the war from multiple points of view and explores why the same events can be viewed in widely different ways.

"The war has renewed and reinstated the national feelings and character which the Revolution had given, and which were daily lessened. The people . . . are more American; they feel and act more as a nation; and I hope the permanency of the Union is thereby better secured.

Secretary of the Treasury Albert Gallatin, 1816

"Certainly, in America the conflict helped create a national sense of unity and pride, but it was by no means a "second war of independence"; nor was it a war that "both sides won." It was fundamentally a failed war of conquest. American desire to possess British North America dated back to the earliest days of the Revolution and the ill-fated attack on Quebec of 31 December 1775. For the United States in 1812 the goal was to conquer Canada, and for more than two and a half years it tried and repeatedly failed to do so. If the war had one concrete result, it was the guarantee of Canada's existence as a separate nation."

1812: War with America by Jon Latimer, 2007



The Treaty of Ghent officially ended the War of 1812.

Topic: Sustaining Peace

Theme Statement

One enduring story of the War of 1812 is the peace that followed, the role played by treaties and international agreements, negotiation, arbitration, and trust that transformed the dividing line between the U.S. and Canada into the longest, undefended international border in the world.

This theme focuses on the longevity of peace and the efforts that built and strengthened international friendship.

It is the appropriate place to interpret the treaties that continued to refine the U.S./Canadian border, and asks whether there are models of behavior that can be applied elsewhere. How did enemies build trust and why did trust take root and mature?

Peace is a result of people's abilities to navigate conflict. The lasting peace symbolized by the memorial embraces the realization that disarmament, arbitration, and international cooperation can turn enemies into allies.

Topic: Memorialization

Theme Statement

Like many other national parks, Perry's Victory sheds light on what America treasures and chooses to preserve and commemorate.

This theme focuses on the history of the memorial, on when, how, and why it came to be.

But it also explores why historical events, so compelling and momentous as they occur, can be overwhelmed by the passing of time, ignored, or forgotten. How have attitudes on the War of 1812 evolved? How has the treatment of American veterans changed over

the years? What has survived in our national narrative--which heroes, myths, slogans do we commemorate? Why do we still engage in summertime pilgrimages to a monument buffeted by the wind and weather of Lake Erie?

The memorial as a whole demonstrates the value of acknowledging differing points of view while recognizing the reality of shared humanity and history.



Placing a memorial wreath on the tomb of the British and American officers killed in the battle

Audiences

In order to design the most effective interpretive programming and employ the most effective interpretive techniques, it is critical to identify intended audiences, both existing audiences who actively use site interpretive programs AND potential audiences that well-planned interpretation might encourage.

"Individuals understand places differently depending on how they have experienced them, and this experience in turn is shaped by their social characteristics such as age, gender, race, class, and physical condition."

David Glassberg in *Sense of History: The Place of the Past in American Life*

A young participant at Perry's Birthday celebration; one of the park's special events



on-site visitors as well as others who have not or cannot "visit" local sites. Increasingly, for example, the Internet is a source of both information and interpretation. While many who use their computer or smartphone as a gateway to a site or region will eventually visit, that is not universally true. In addition, for reasons of time and budget, outreach and school programs might be conducted off-site. News and magazine articles as well as television and radio programs reach thousands who fall outside the technical definition of "visitor."

Snapshot of Current Audiences

Annual visitation to Perry's Victory is approximately 150,000. In 2002, when the visitor center opened, 206,000 people visited the park, a record number of visitors.

In the last five years, on-going restoration efforts have negatively impacted visitation to the park. In 2010, only 65,000 people visited the site.

The park expects an increase in visitation when the restored memorial reopens in 2012.

Despite the closure of the memorial, the park has continued to provide non-personal and personal interpretation at the visitor center and on the park grounds. 2010, staff presented five different types of interpretive activities ranging from children's to evening campfire programs for a total of 1,097 interpretive programs for 21,467 visitors.

The park also increased the number of special events to attract non-traditional park users and 4,628 visitors attended. These events ranged from Commodore Perry Education Days to the annual Historic Weekend Commemoration.

Also in 2010, the park experienced a 25% increase in visitor understanding, based on the NPS Visitor Survey Card Project, perhaps a direct result of the

additional program offerings. The park also received a perfect score in visitor satisfaction, facilities, and visitor opportunities.

In 2009 (June 24-30), the NPS conducted a visitor study at PEVI. Highlights of the survey include:

68% of on-site visitors came in family groups.

44% were between the ages of 36-60, 8% were over 65, and 21% were 15 or younger.

5% had a physical condition that limited participation in memorial activities.

71% of on-site visitors lived in Ohio; 5% in Michigan. International visitors totaled 1% of visitation; 43% of those international visitors lived in Canada, although the sample was extremely small.

58% were visiting the park for the first time; 16% had visited five or more times.

81% had at least some college education.

43% had income between \$50,000 and \$100,000.

53% knew that the memorial was a unit of the NPS; 64% knew that the memorial commemorated the Battle of Lake Erie; and 39% knew that it celebrated long-lasting peace.

Only 12% came to South Bass Island to visit the memorial; most came for other attractions/reasons.

75% received information prior to their visit. 67% received information from prior visits and 30% by word of mouth from friends and relatives.

The average length of stay in the park was 1.2 hours.

Only 17% participated in ranger programs. However, 71% had



personal interaction with a ranger. Those interactions were rated good or very good (over 90%).

The park's annual Salute to the Troops Memorial Day event honored Native American veterans in 2010.

Targeted Audiences

This section of the plan recognizes that interpretive techniques and audiences are inter-related—some interpretive tools are better adapted to, or appeal to, particular audiences.

So, although all audiences are welcome and invited to participate in the park's interpretive programs, discussions suggest that four audiences should receive specific attention during the first five years of this plan, and that planning should develop interpretive media with direct appeal to the following groups:

Families.

Audiences who already are on South Bass Island (less than 20% of island visitors actually come to the park).

Special interest audiences—those interested in naval history, War of 1812, peace studies, lake ecology, and national park sites.

Youth and education groups, particularly those who might be reached during the off-season.

Accessibility and Audiences

The NPS is committed to developing a comprehensive strategy to provide people with disabilities equal access to all programs, activities, services, and facilities. As part of that effort, Harpers Ferry Center developed “Programmatic Accessibility Guidelines for National Park Service Interpretive Media” and made them and other resources available.

See www.nps.gov/hfc/accessibility/index.htm.

Staff, partners, and media contractors must consult these guidelines as the park revises or rehabilitates existing interpretive programming, and develops new interpretive media.

Audience Experiences

While primary themes focus on what audiences will learn as a result of interpretive programs and media, audience experiences explore what audiences will do. What types of activities will reinforce primary themes? How might the design of interpretive programs and media invite audience involvement and, as a result, reinforce key aspects of the memorial’s stories? How can interpretation use the powerful impact of hands-on, sensory activity to send audiences home with lasting memories? How can landscapes bolster audience understanding of the history of the memorial and the relevance of lasting

At Commodore Perry Education Days, students learn about the crude surgery techniques used during the War of 1812.



peace? How can interpretation provide audiences with opportunities to find personal meaning in the park’s associated stories and personalities?

On-site Features

The park has several features. Each has interpretive potential and yet all need to fit together to form a coherent and complementary whole. See the map on page 2 to visualize the arrangement of park features.

Proposed Peace Garden

If approved, the property proposed as a “peace garden” could provide an entry corridor into the park and a buffer between the commercial town and the commemorative landscape of the park.

With landscaping, plantings, sculpture, and interpretation this garden has significant interpretive potential. A well-conceived design would entice, welcome, and orient visitors to the park, introduce the memorial’s primary themes, and focus on commemorating those stories related to peace that currently are under-interpreted.

Success depends upon further refinement of goals for the garden, approval of the garden development, and careful execution supported by adequate funding and community involvement.

Visitor Center

The visitor center will continue to provide orientation, contact with staff or volunteers, audiovisual space, sales, and interpretive exhibits that introduce each primary theme.

The existing interpretive media are less than 10 years old but ready for re-evaluation to see how they reflect current goals:

Do the exhibit techniques engage the high number of family groups that visit the memorial?

Are returning visitors engaged and challenged to learn more?

Do the exhibit storylines adequately introduce multiple perspectives?

Are all primary themes adequately addressed, including the impact that the war had on South Bass Island and the adjacent mainland?

Park Grounds including the Three Flags, Paths, and Seawalls

The well-tended open space around the visitor center and memorial plaza, including the U.S./Canadian/British flags, walkways, and seawalls, attracts casual visitors to the park. These open spaces offer venues for limited interpretation presented in easily digested formats—wayside exhibits, roving interpretation, self-guided brochure, living history or ranger demonstrations, special events, etc.—presented in comfortable venues with shade, benches, and overlooks.

Memorial and Plazas

The memorial is the most evident feature of the park, an icon for the island, and a destination for many visitors including those who simply want to experience the views from the top.

Designing access to the memorial, after construction is complete perhaps in 2012, is critical to a positive on-site experience. Procedures for visiting the memorial will consider:

An efficient ticket distribution system that balances waiting times with memorial capacity. How will visitors get tickets—online, visitor center, gazebo at the memorial? How will visitors secure their carry along items, purses, backpacks, etc.?

The relative roles played by personal and non-personal services. What are realistic staff levels, what duties will staff perform—roving interpretation, orientation and ticket sales, guided tours, etc.?

Possible roles for emerging, electronic media like smartphones, QR codes, RFID, etc.



Alternatives for mobility impaired visitors.

Youth group receiving their Junior Rangers badges

Ways to integrate interpretation into the largely recreational intent of many memorial visitors who simply want to see the view.

Ways to accommodate youth groups and families with children safely.

Audience Opportunities

A balanced interpretive program should make it a high priority to offer opportunities that:

Explain options for visiting the park, provide orientation and wayfinding that facilitate a park visit, and create a sense of entry as visitors arrive at the park.

Use interpretation and a revised balance of interpretive techniques to encourage visitors to see each component of the park—the exhibits and film in the visitor center, the park grounds, the memorial interior and views from atop, and personal services programming offered by staff and volunteers.

Heighten awareness of the visitor center and the visitor amenities and interpretive opportunities that it offers.

Integrate interactivity and hands-on techniques in appropriate settings.

Connect visitors with knowledgeable staff and volunteers.

Use emerging technology in appropriate ways to enhance learning and empower audiences to explore the park's stories at their own pace and through subjects that interest them.

Encourage audiences to look at the park from multiple perspectives.

Facilitate contemplation and reflection. Experience the park at different times of day.

Make connections between the park and the community, the park and the lake, and the park and other War of 1812 sites.

Challenge returning visitors (40%) with new or more in depth learning experiences.

Reinforce the basic fact that the historical association with the Battle of Lake Erie was a naval, maritime story. "See" the battle site and get

some sort of onboard, ship or boat experience.

Provide opportunities for audiences to grasp the principles and practices of peacemaking.

John Falk and Lynn Dierking, in *The Museum Experience*, argue that visitors are strongly influenced by the physical aspects of museums, including architecture, ambience, smell, sound, and the "feel of the place."

"New recruits" learn the Duane drill used by the U.S. Army in the war.



The Park in 2011

Perry's Victory and International Peace Memorial has two visitor contact stations—the memorial and the visitor center—and 25 acres of groomed landscape between two seawalls.

When open, the memorial is the main attraction for park visitors with approximately 150,000 visiting each season.

The visitor center is now the primary contact station (65,000 visitors in 2010). Rangers, volunteers, and Eastern National associates welcome visitors, provide orientation to the memorial and the island, and deliver informal interpretation. The visitor center has an auditorium with a 15-minute DVD presentation on the Battle of Lake Erie.

The park's official brochure has just been revised to incorporate multiple perspectives and expand on the theme of peace.

The core interpretive programs for Perry's Victory are children's programs offered twice daily, hourly talks, evening programs three times a week, living history encampments, black powder musket firing demonstrations on weekends, and construction/reno-

vation walks. Average attendance at these programs in 2010 was 20 visitors per program.

The park also hosts several special events throughout the summer months, each with interpretive/educational components. Interpretive staff present programs off-island at Ohio and Michigan schools, civic groups, and other venues. Over 25 programs were given to approximately 2,500 participants. The park continues to expand its education and community outreach program.

Staff for the 2010 season consisted of six seasonal interpretive park rangers, one seasonal special events coordinator, three interpretive volunteers, two Eastern National associates, and one media seasonal ranger.

Interpretive Issues and NPS Initiatives

Issues

In order to develop the most effective interpretive programs and media, park staff must address issues that are closely linked to providing desired audience experiences.



Model ships depict the Battle of Lake Erie inside the visitor center.

During the initial scoping trip and Foundation workshop for this LRIP, several issues related to both personal and non-personal programming surfaced. They included the need to address:

The capacity of the memorial when it reopens including admission procedures, waiting lines, safety, and accessibility.

The importance of Perry's victory and the international peace that has existed with Canada and Great Britain since that time. This is an under-appreciated story. The relevance of what transpired from the events on Lake Erie 200 years ago continues to reverberate through the subconscious psyche of U.S. citizens. Construction of a visitor center in 2002, with funding raised by the local community, highlighted the financial resources and the will to showcase the importance and significance of park stories and raise awareness of this site's value.

What has been and continues to be lacking is the creation of a coherent vision to fully meet the intentions that the park's enabling legislation espoused.

Appropriate levels of interpretive programming related to natural stories including lake ecology and the

Great Lakes Restoration Initiative—how to retain interpretive focus on the memorial's significance and yet acknowledge the natural setting and popularity of viewsheds?

The amount and type of interpretive programming designed for those most interested in recreation, site seeing, and leisure activities.

The future of special events, event goals, determining what types of events, and determining methods to evaluate event "success."

The expansion of the volunteer program to augment the park staff.

How to manage interpretation at a seasonal park with several months of intense use and other months when the park is closed.

The wayfinding, orientation, and logistical realities of limited access to the island.

Initiatives

Bicentennial of the War of 1812

The NPS will be commemorating the war at a variety of sites with many partners. The goals listed in Appendix 2 will help PEVI prepare for and provide direction to commemorative activities,

Great Lakes Restoration Initiative

The NPS is one of many agencies and agency partners engaged in an effort to improve the quality of the Great Lakes. PEVI is among the sites participating in this initiative. Appendix 3 lists the issues being addressed.

Planning Goals

Interpretive Goals

Since the LRIP is a 5-10 year document, and since staff and budget always have limits, it is important to focus on the park's most pressing interpretive needs. Sensitive to that reality, NPS staff reviewed the contents of the

Adventure Campers created posters with environmental messages.



Foundation section of the plan and identified several goals for the LRIP to address.

This LRIP acknowledges the immediate need to prepare for the bicentennial of the War of 1812 and for the reopening of the memorial.

In order to prepare for the increased attention and visitation that will accompany the commemoration of war and peace and to make a smooth transition to interpreting all of the park's assets, including the memorial and park grounds, this LRIP will provide specific recommendations on how to:

Heighten audience awareness of what the park offers, provide additional wayfinding, orientation, and visitor outreach.

Develop additional outreach to help more island visitors understand the national significance of the park.

Disperse interpretation across the park (including the visitor center and entry portals, memorial, and park grounds), and ensure that each interpretive theme is adequately addressed.

Enhance interpretation of peace themes.

Integrate multiple perspectives throughout interpretive programming.

Identify appropriate uses for emerging technologies and implement where appropriate.

Develop additional interpretive techniques to engage families and youth.

Continue to develop off-season outreach and educational programs to reach audiences beyond park boundaries.



Memorial Day Salute to the Troops event

Actions



Portrait of Oliver Hazard Perry by Gilbert Stuart

Introduction

Part 2 of the LRIP describes the actions that park staff and partners will take to build on The Foundation, described in Part 1, during the next 5-10 years.

Ideas Consolidated

As the planning workshops proceeded, it became clear that many ideas for interpreting the park already existed. Some had been discussed, in a variety of venues with varied participants, for several years. Others had been partially implemented or still awaited approval and funding.

This LRIP provided the opportunity to gather all of these ideas into a single document, assess them against the criteria suggested in the Foundation of the plan, and create an action plan and timetable. If used as intended, LRIPs become a “go to” document that park management and stakeholders can use as a road map for interpretive development and a yardstick to assess progress.

A Dynamic Document

LRIPs are dynamic documents that respond to changing conditions. Staff should revisit this plan on an annual basis and make adjustments, remove accomplished tasks, and acknowledge new projects that may have surfaced. Since viable plans need to be nimble and responsive to changing conditions, staff should take advantage of new opportunities as they arise. No plan can foresee every eventuality.

As conditions change, this LRIP provides a framework for considering other interpretive proposals as they emerge. Part 1 should function as a gauge against which new ideas are measured. Does a new idea reach targeted audiences, address an identified issue, offer a desired audience experience, etc.? When properly used, Part 1 provides priorities that can help

move interpretive programming in a consistent direction despite changing times.

Organization of Part 2

Although the themes, audiences, audience experiences, and issues described in Part 1 suggest many ways to focus interpretive programming for the next several years, Part 2 is organized to reflect the priorities identified by park staff during the project’s scoping trip.

Specifically, this part of the plan focuses on actions related to the park’s desire to address each of the planning goals identified at the end of Part 1.

Each action item included in Part 2 is bulleted in the plan narrative and listed in implementation charts near the end of this document. Those charts identify the fiscal year when progress is expected, focusing on the next three years.

Funding and Partnerships

Some of the bulleted items are dependent on funding not in hand. Those actions are noted in the implementation charts, along with staffing and resources that are available, and partners that will or could assist.

World Ranger Day participants



Proposed Actions

A Sense of Urgency

The actions proposed by workshop participants need to be placed into the context of two impending developments that contribute a sense of urgency to this plan.

- 1) Planning and presenting bicentennial events and programs will demand considerable effort during the early years of this plan (FY12-FY15) and several of the ideas discussed are part of national and international efforts to commemorate the War of 1812.
- 2) When memorial restoration is complete (perhaps in 2012 or 2013), park staff must be ready. The proposed ticket system, interpretive programs, and interpretive staffing should be tested and in place. Visitors need to understand their new options. A hundred details, large and small, will place demands on staff time and require coordinated effort not only within the park's hierarchy but also with partners and stakeholders. Interpretive staff must be trained to interpret in different venues and adjust interpretive messages to new settings.

Park volunteer Kathie Schneider and special guest Tom Netz help the park teach history to visiting schools.



Fiscal year 2012 is precious time that must be used well; the tasks recommended in this plan suggest a hierarchy for action and a tool to track momentum.

Actions to Heighten Audience Awareness

Workshop participants felt that it is important to heighten audience awareness of what the park offers and provide additional wayfinding, orientation, and visitor outreach even before visitors reach the island.

Important today, the need for more information will increase when the memorial reopens with new visiting protocol.

To achieve this goal, park staff and, when appropriate, partners will:

- Develop a communications plan for the park. Begin by defining the objectives for the plan, identifying sources that might fund or prepare the plan, and developing a strategy to complete the plan.

Several specific ideas suggested by workshop participants might be addressed by the communication plan or, depending on timing and funding, be pursued individually. They include:

- Approach commercial operators in the area (ferries, lodging, restaurants, etc.) to discuss what promotional/orientation materials for the memorial they would use. After initial contact, work with these businesses to provide the items identified. Finally, sustain contact and adjust materials as conditions change.
- Review the park's website and assess orientation and visiting information. Make adjustments that reflect current conditions. Use Facebook and other social media as electronic bulletin boards to keep potential visitors informed of activities and programs. Explore

cooperative postings and links with appropriate partners (Eastern National, Perry Group, Chamber of Commerce, Lake Erie Shores and Islands, for example).

This will be a recurring process and would benefit from training that keeps staff current with the potential of electronic media.

- Survey the information about the park supplied by others, particularly by other websites, and contact those sites that have outdated or incorrect information. Tourism partners (Lake Erie Shores and Islands and Put-in-Bay Chamber of Commerce and Visitors Bureau) can help suggest and facilitate these contacts and corrections.
- Work with tourism partners to develop a media-ready packet of materials including background about the park and its significance, contact information, calendar of upcoming events, frequently asked questions, and high resolution images of the park and park events. Review and update the materials in this packet as conditions and programming change.
- Contact Ohio Department of Transportation about additional signs on highway approaches and distribution of materials at state welcome centers. Implement as feasible.
- Explore a park cluster approach that provides visiting information to airports and welcome centers for several national parks in the region. Develop new materials if feasible.

Since transit to the island and memorial is an integral part of a visit, several ideas surfaced that could facilitate and expand access for new audiences.

- Work with partners to fund an expansion of the park free day to include a waiver of the cost of a ferry ride.



In 2009, teachers participated in a workshop that included sailing on the *Niagara*, a replica of Perry's flagship.

- Work with partners to develop easier ways for senior, mobility impaired, and educational groups to get to the island. For example, reduce the effort required to get from the mainland to the island by taking buses on the ferry, eliminating the need to get on and off transportation several times.

Actions that Help Island Visitors Grasp Park Significance

Interaction with many visitors on South Bass and surrounding islands reveals that many do not understand the national significance of the park or understand that it is an NPS unit. Workshop participants felt that additional effort should be invested in altering that reality.

In order to increase the number of island visitors who leave understanding the significance of the stories commemorated, staff and, when appropriate, partners will:

- Develop ways to entice visitors to the visitor center, direct them to parking, and introduce the park's primary themes. Some of the strategies that have been suggested and that should be assessed and implemented when endorsed include:



Children eagerly participate in Perry's Birthday event.

Improved signs for parking.

A kiosk or welcome feature adjacent to the parking that provides an orientation to the entire park, suggests how to see each element of the memorial; and introduces the primary themes.

New landscaping that provides a sense of arrival.

Markings on the sidewalk that lead pedestrians to the visitor center entrance.

A highly visible, theme-related graphic or banner outside the visitor center that attracts attention.

Theme-related cutout figures or costumed staff/volunteers near the visitor center.

- Discuss the current scavenger hunt, an activity popular with some groups that visit South Bass Island, offered by the Chamber of Commerce and, if appropriate, enhance with additional park content. In the future, develop a complementary scavenger hunt focused specifically on the memorial. Promote and provide on the park's website.
- Re-contact island lodging and commercial operators (golf cart rentals, for example), discuss the types of park information that each might find useful for their guests, and develop as feasible.
- Establish and sustain connections with other islands and offer infor-

mation to ferries and commercial operators based beyond South Bass Island.

Actions that Disperse Interpretation Across the Park

Although the park has several facets—the visitor center, memorial, and the grounds—interpretation is not uniformly distributed. In the past, visitors who casually enjoyed the grounds may have left without understanding the park's themes. The ride to the top of the memorial may have resulted in a memorable view without connecting visitors with the park's national significance.

In order to take full advantage of the whole park, staff will:

- Determine the memorial's carrying capacity. This basic information is needed immediately to develop new access, staffing, and interpretation plans.
- Plan and develop a ticket system, acquire equipment, and refine ticket distribution procedures. Preliminary discussions suggest that, in order to control memorial capacity, each ticket should have an entry and exit time.

Development of this system is perhaps the most time sensitive action included in this plan.

- Plan staffing and training that will allow the memorial to operate safely, present the park's primary themes, and preserve some or all of the interpretive programming currently offered on the park grounds. Preliminary discussions suggest that the memorial component of the park experiences will include:

Basic information about the memorial, visiting procedures, and national significance can be distributed when visitors receive their tickets (online, at self-service or staffed

distribution spots, or at the base of the memorial during an initial rollout to a new ticket system).

A short, ranger/volunteer rotunda talk. Staff will greet visitors outside the memorial and then proceed into the rotunda. Given the acoustics in the rotunda, staff might experiment with ranger talks, amplified talks, and audio.

A safety briefing during the elevator ride up the memorial.

Additional informal interpretation of primary themes and two ranger/volunteer staff to answer visitor questions and assist with visitor safety while on the observation deck. The existing panels at the corners of the deck will be replaced during the wayside exhibit planning/installation project (see below).

- Develop a “full experience” tour that will connect all of the park’s facets into a seamless interpretive whole and address each of primary themes. During planning, consider a range of interpretive media including personal services (tours), self-guided options (wayside exhibits and printed guides), and electronic technologies (QR codes, cell tours, etc.). Make sure that some form(s) of interpretation are available for those visitors who would benefit from interpretation outside building hours.
- Develop a wayside exhibit plan for the entire park, including the top of the memorial. The objective is to link park venues into a comprehensive story that is accessible to the most casual visitors.

Because portions of the park are protected cultural landscape and the entire park is within a sensitive viewshed, placement of wayside exhibits and the appearance of exhibit hardware will be important factors in any successful sign plan.

The media specialist in the Midwest Regional Office might be available to assist with this planning.

- Develop a landscape plan that will enhance the interpretive use of exterior spaces in the park. Workshop participants identified several interpretive needs that could be addressed by well-planned exterior landscapes including:

Space designed to enhance orientation and provide a the sense of arrival (or departure).

Space for ranger/volunteer programs and demonstrations.

Space for special events.

Space for family-oriented, hands-on or interactive activities.

Space dedicated to the commemoration and interpretation of peace themes.

Space for contemplation and reflection.

Workshop participants also realized that the park offered several spaces for these interpretive activities: the rectangular, open area that connects the village park and ferry dock with the visitor center (proposed peace garden area); the grassy area around the visitor center and outside the cultural landscape; and the shaded area closer to park housing and the maintenance facility.

Peace garden



Although both real and envisioned uses for these spaces exist and might lead to temporary use, staff and partners also should consider a more comprehensive approach. Permanent changes to park space use should address the basic question, “What needs are best suited to which available spaces?”

Typically, long-term resolution of the optimal use of park spaces involves several steps: civic engagement, professional design, agency approval, and identification of funding.

The bicentennial of the War of 1812 provides an obvious opportunity to promote and advance this landscape planning process toward implementation.

Actions that Enhance Interpretation of Peace Themes

Workshop participants felt that the time had come for a focused effort to expand the interpretation of peace at the memorial, specifically to assess interpretation of peace in the visitor center, at the memorial, and on the grounds.

Lt. Colonel Brennan, from the Royal Newfoundland regiment, lays a wreath in the Rotunda.



Once again, the LRIP surfaced as a mechanism for not only cataloging existing ideas, including several projects underway as part of the War of 1812 bicentennial, but also identifying strategies and responsibilities linked to progress.

Park staff and partners, as appropriate, will:

- Cooperate with and support the partners charged with completing a national curriculum focused on peace. When the educational materials are finished, staff will work with local educators to integrate them into park programs.
- Establish additional ties with organizations that focus on peace as an integral aspect of their mission. After ties are in place, develop memorial programming as appropriate.
- Participate in the Paths to Peace program for kids.

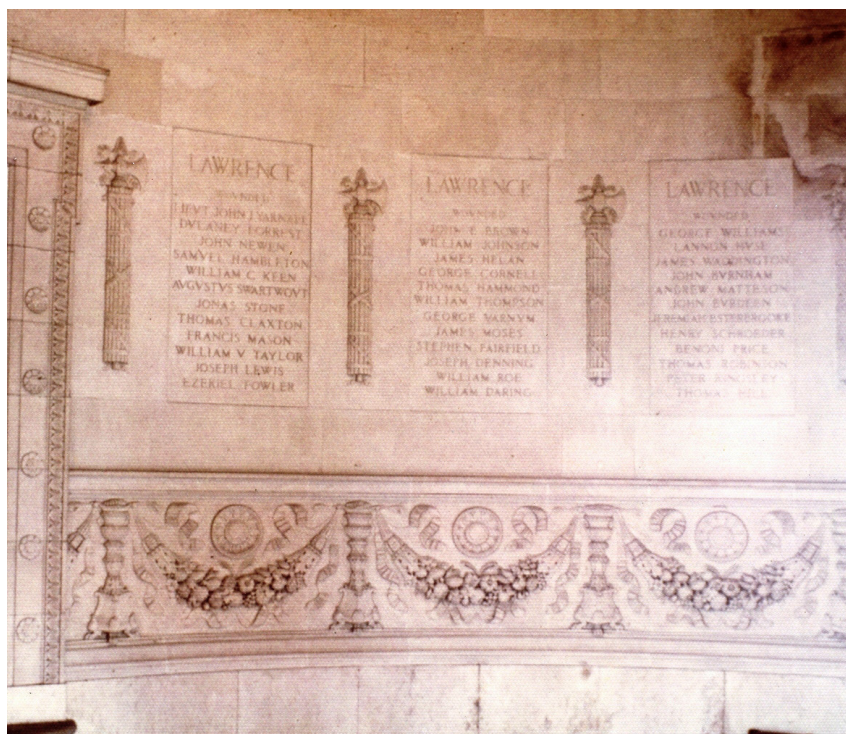
Partner Artrain will carry out an international youth art history and education project from 2011-2015 as part of the commemorative activities for the bicentennial of the War of 1812 and the Battle of Lake Erie.

The Paths to Peace: War of 1812 Arts Legacy Project will interpret the War of 1812 and the long lasting peace between nations that were once at war.

- Work with both local and national partners to develop, sponsor, or present additional events or symposia related to peace. This type of activity appears to be a comfortable fit with an existing local partner like the Perry Group.
- Explore development of a “peace” patch for scouting groups, beginning with local troops. Develop if appropriate.

- As part of a reassessment of visitor center exhibits, pay particular attention to the exhibits that interpret the post-war story of US/Canada border and peace. Consider developing a timeline (electronic via QR code or printed) that follows the evolution of US/Canada relations. Consider ways to humanize the story perhaps by focusing on representative, individual stories.
- Develop and implement a concept for an annual peace festival including identification of possible partnerships.
- Continue to work with River Raisin National Battlefield Park and a partner (Eastern National?) to develop an appropriate peace medal and offer it as an interpretive sales item.
- Complete the proposed touch screen program that interprets the history of the memorial column.
- Use the proposed “full experience” (see above) to integrate the peace theme into interpretation. Specifically, include and interpret the three flags and the officer graves in the rotunda as important facets of the park’s stories of reconciliation.
- Fully develop ideas for a peace garden somewhere in the park. Preliminary ideas for the garden envision a contemplative place where visitors can connect with their own sense of peace. Landscaping might include art, a peace circle or labyrinth, appropriate quotations, some sort of opportunity for visitors to record thoughts or leave behind mementoes, a digital time capsule, etc.

This project will be an integral part of a comprehensive review of exterior space suggested above.



Actions that Address Multiple Perspectives

Workshop participants recognized that there is no single way to interpret either the War of 1812 or the evolution of peace between England/Canada and the United States. Scholars increasingly acknowledge that both contemporary views and reflections on the historic events are influenced by factors like age, race, class, and gender. Interpretively, multiple perspectives enliven and personalize park significance, challenge audiences to think, and increase the likelihood that the past will seem relevant to the present.

At the park, several groups are an integral part of the primary themes: British/Canadians; Indians; African American sailors; and immigrants in particular. During the war, public opinion was deeply divided. The quest for peace involved reconciliation of often radically different personal and national agendas.

Park staff and, as appropriate, partners can integrate multiple perspectives throughout interpretive programming by:

The walls of the Rotunda are inscribed with the names of those killed or wounded during the battle.



Ranger cooking 1812 style

- Locating, borrowing, and using interpretive materials developed by others to reflect different perspectives (Canadian and Indian, for example).
- Supporting the exchange of interpretive rangers from other sites, including sites in Canada.
- Developing and offering interpretive programs (costumed programs, demonstrations, reenactments, seasonal interpreters, volunteers) that use personal services to tell the park's stories from different perspectives.

These types of programs can be taped and preserved for use at other times and integrated into other interpretive media (the park's website, promotional materials, and educational programs, for example).

- Initiate a process to evaluate and redesign the current exhibits in the visitor center. Begin by identifying several places for QR codes and developing content that will add additional layers of interpretation to the story as presented.

Build on these experiments with a

more comprehensive assessment of how visitor center space can be used to address the primary themes and audience experiences described in Part 1.

- Add the proposed iPads that will contain electronic versions of the personal accounts and reflections on the battle now currently in notebooks in the visitor center.
- Work with Eastern National to revisit the existing scope of sales to ensure that it reflects the themes and audiences described in Part 1 of this plan.
- Ensure that multiple perspectives are represented in the wayside plan when it is prepared and implemented (see above).

Actions that Identify Uses for Technology

Emerging technologies are mentioned throughout this LRIP and need not be described here again.

Actions that Engage Families and Youth

Given the prevalence of families among island visitors, workshop participants felt that additional interpretation designed for families and youth should be a priority for the next several years.

Park staff and partners, as appropriate, will:

- Proceed with proposed ideas for adding family activities to existing interpretation. Begin by creating a prioritized list from existing ideas.

For example, select from the following: create a space with touchable items and an activity wall in the visitor center; encourage the Perry Group to construct an accurate cutter that visitors can climb into and sit in; work with a partner to design and build a cross section of an 1812 warship; create a sustainable version of the cardboard

battle reenactment, family gun crews, or early 19th-century games; develop a template that families can use to write their own treaties; encourage families to create their own treaty seals; design a “what would you do?” interactive program; invite families to add squares to a peace quilt.

- Develop a partnership with Lake Erie Shores to utilize their interpretive center during off-season months.
- Show family activities in all promotional materials and include images of family-oriented programs in the proposed media kit (see above).
- Recruit musicians who can offer a program interpreting the role of music in 19th-century navies.
- Design and present stewardship activities or family-friendly special events that will encourage local families and visitors to become involved in projects to preserve or improve the park.
- Develop a backpack, filled with family activities that can be checked out and used while visiting the park.
- Work with the cooperating association to assess and, if feasible, design and develop a smartphone app for the park.

Actions Focused on Off-Season Outreach and Education

The park staff plan to use the off-season to continue to extend their outreach, particularly off South Bass Island, and to strengthen the park’s educational programming.

To accomplish these goals, staff and, where appropriate, partners will:

- Develop an expanded list of civic groups, hospitals, senior homes, etc. within perhaps a 50-mile

radius, make contact to discuss possible programming, and schedule additional presentations during the off-season.

- Sustain regular contact with off-island tourism outlets and provide up-to-date information about park programs and news. This will be increasingly important as the bicentennial proceeds and when the memorial reopens.
- To prepare for reopening the memorial, work with Lake Erie Islands and Shores and Put-in-Bay Chamber of Commerce to develop familiarization tours with a specific park focus.
- Purchase and develop an appropriate traveling exhibit system that can be used to feature the park and park activities at off-site venues. This exhibit will be changeable so that it can reflect current conditions and highlight bicentennial events.
- Formalize off-site presentations by identifying topics and staff availability. As staffing permits, gradually expand by enlisting additional speakers and publicize.

Volunteer fife and drum corps



- Increase dialogue with area educators and identify how the park can assist efforts to teach about the War of 1812 and peace (the War of 1812 is taught in 5th and 8th grade).

As the dialogue focuses on educator needs, develop a strategy to develop and provide useful materials.

In return for NPS assistance, discuss how schools can contribute to stewardship of the NPS.

- Revise the website content in ways that will better serve educators and students.
- Identify a partner or partners to sponsor in-park teacher workshops on war, peace, and how to use the park in teaching.
- Strengthen and expand cooperation with River Raisin National Battlefield Park, specifically on educational programming.
- Establish additional links with college and graduate school programs, and use them to develop materials that can be used in educational programs.

Actions Associated with Staffing and Training Needs

Some of the tasks described in this LRIP can only be accomplished if staffing is adjusted or training provided.

Additional staffing, for example, is critically important for the park to re-open the memorial and also sustain the level of programming offered when the memorial was closed for restoration/repair.

Actions related to staffing include:

- Preparation and submission of funding requests for additional staff.

- Recruitment of seasonal employees via the Student Conservation Association.
- Requests for funding a Teacher-Ranger-Teacher position.
- Design a strategy, perhaps a shared position or college intern, to assist with development of revamped exhibitry in the visitor center, development of wayside exhibits, and revised website content.

Actions that Involve Research

Some actions require additional research before they can proceed. PEVI has two pressing needs:

- There is an immediate need to determine the memorial's carrying capacity.
- Concurrently, park staff need to research and develop a ticket system for memorial access.

Implementation Charts

Park staff reviewed several alternative formats for explaining and graphically illustrating action priorities.

The method chosen lists recommendations by fiscal year, one chart for each the next three fiscal years

followed by a separate chart for future years (4+).

Actions are subdivided, within each fiscal year, by the interpretive goals established during the LRIP workshops.

FY12

The transcending priorities for fiscal year 2012 are preparation for reopening the memorial and commemorating the bicentennial of the War of 1812. Several of the LRIP interpretive goals will help achieve those priorities.

To heighten awareness of the park and what it offers

Action	Resources/funding	Partners
Develop communications plan	Unfunded	To be identified
Identify new promo. materials for ferries, lodging, restaurants	Interpretive staff/park budget	Commercial partners
Review & adjust website content	Interpretive staff related to orientation	
Survey promo. materials from others; provide updates	Interpretive staff	Tourism partners
Develop media packets	Special events/ park budget	Media partners
Review & adjust highway signs	Unfunded	Ohio DOT

To develop outreach to those on the island

Action	Resources/funding	Partners
Develop ways to entice visitors to the visitor center	Park funds/staffs	
Improve signage at parking and enhance a sense of arrival	Begin process with funding request (PMIS)	
Expand connections with other islands	Park staff	Tourism partners

To develop outreach to those on the island

Action	Resources/funding	Partners
Determine memorial carrying capacity	Park management	Regional office
Plan, develop, refine memorial ticket system & equipment	Park management	
Plan/recruit staffing/training for memorial reopening	Interpretive staff	SCAs, VIPs
Begin multi-year plan for exterior space use	Begin with PMIS	Regional office, local partners

Disperse interpretation across park

Action	Resources/funding	Partners
Determine memorial carrying capacity	Park management	Regional office
Plan, develop, refine memorial ticket system & equipment	Park management	
Plan/recruit staffing/training for memorial opening	Interpretive staff	SCAs, VIPs
Begin multi-year plan for exterior space use	Begin with PMIS	Regional office local partners

Integrate multiple perspectives

Action	Resources/funding	Partners
Locate/borrow interpretive materials from others	Park staff	Parks Canada, First People
Support ranger exchange	Park staff/budget	Other parks
Initiate re-evaluation & redesign of exhibits in the visitor center. Target for completion = 2015	Begin with PMIS	
Revisit the scope of sales	Interpretive staff	Eastern National

Fully integrate peace theme into interpretation

Action	Resources/funding	Partners
Work with partners to complete peace curriculum	Park management	
Establish ties with peace organizations	Park management	To be identified
Work with partner to complete Path to Peace kids program	Park management	ArtTrain
Develop an annual peace festival	Park management	To be determined
Install iPads in visitor center to access personal accounts/reflections	Interpretive staff	

Engage families and youth

Action	Resources/funding	Partners
Develop family activities backpack	Begin with PMIS	Local partner?
Expand cardboard ship reenactments, family gun crews, period games, etc.	Interpretive staff	

Develop outreach and off-season programming

Action	Resources/funding	Partners
Expand outreach to civic groups, etc.	Interpretive staff	To be identified
Develop a traveling exhibit for off-site	Begin with PMIS	Local partner?
More proactive off-site talks	Interpretive staff	
Consult with educators on park/school collaboration, develop materials	Interpretive staff	Educational partners
Seek funding for in-park teacher workshops	Park management	Local partner?
Establish links with college/grad school educational programs	Park management	
Request Teacher-Ranger-Teacher position	Interpretive staff	

FY13

During fiscal year 2013, the park will commemorate the 200th anniversary of the Battle of Lake Erie. It also will celebrate the 100th anniversary of the laying of the memorial cornerstone. Although the exact date of the memorial reopening is unknown, FY13 will require initial or continued adjustment to memorial operation.

To heighten awareness of park and what it offers

Action	Resources/funding	Partners
Review and adjust website content related to orientation	Interpretive staff	Add links
Expand free access to island	Unfunded	Island partners
Develop easier island access for groups & mobility impaired	Unfunded	Island partners

Integrate multiple perspectives

Action	Resources/funding	Partners
Offer personal service programs from multiple perspectives. Tape and show at other times.	Park staff/budget	Reenactors, VIPs
Experiment with QR codes to supplement visitor center exhibits	Park staff/budget, PMIS	Local partners?

Fully integrate peace theme into interpretation

Action	Resources/funding	Partners
Complete touch screen program on memorial column history	Interpretive staff	

Engage families and youth

Action	Resources/funding	Partners
Add touchable items; activity wall in visitor center	Interpretive staff/ budget	
Recruit/present music program	Interpretive staff/budget	Re-enactors?

Develop outreach and off-season programming

Action	Resources/funding	Partners
Develop familiarization tours with greater park focus	Interpretive staff	Lake Erie Islands & Shores, Chamber

FY14

During fiscal year 2014, bicentennial plans focused on peace should fall into place—the commissioners signed the Treaty of Ghent on December 24, 1814.

To heighten awareness of park and what it offers

Action	Resources/funding	Partners
Review and adjust website content related to orientation	Interpretive staff	Add links

Fully integrate peace theme into interpretation

Action	Resources/funding	Partners
Explore development of a “peace” patch for scout groups	Interpretive staff	Troop 360

Engage families and youth

Action	Resources/funding	Partners
Create family stewardship program	Park management	Local organization
Explore app to interpret park	Interpretive staff	Eastern National
Develop peace-related family activities	Interpretive staff	

FY15+

As the bicentennial concludes, shift efforts to completing longer-term goals and sustaining programming initiated in previous years.

To heighten awareness of park and what it offers

Action	Resources/funding	Partners
Review and adjust website content related to orientation	Interpretive staff	Add links
Survey promo. materials from others; provide updates	staff	Tourism partners

To develop outreach to those on the island

Action	Resources/funding	Partners
Create park-centered scavenger hunt	Interpretive staff	Island Chamber

Disperse interpretation across park

Action	Resources/funding	Partners
Develop full experience tour of memorial	Unfunded	
Develop/implement wayside exhibit plan	Unfunded	Regional office

Engage families and youth

Action	Resources/funding	Partners
Add replica cutter; ship cross-section	Unfunded	Perry Group?
Create fife and drum program	Unfunded	

Appendix

- Tangibles and Intangibles
- War of 1812 Bicentennial Goals
- Great Lakes Restoration Initiative Goals
- Participants



Building the memorial was an engineering marvel of the times.

Appendix 1

Tangibles and Intangibles

Tangible Features of the Memorial

Column
Views
Officer graves inside the memorial
Column plaza
Memorial seawalls
Visitor center
Ranger/volunteer programs
Three flag poles, flags
Land proposed for a park portal or peace garden
Lake
National boundaries
Treaties
Collections, archives, written accounts of the battle, memorial design/construction/dedication
Participants and leaders on both sides of the battle

Intangibles Associated with the Memorial

These intangibles were used to link the fact-based significance statements with the primary stories identified as park themes.

Perseverance
Leadership and experience
Fate
Ingenuity
Independence, freedom, national respect, national pride
Horrors of naval warfare
Motivation, recruiting for the fleets, why fight?
Communication, confusion, chaos of battle
Negotiation, arbitration, trust

Intangible

Nonmaterial: lacking material qualities, and so not able to be touched or seen.

Encarta World English Dictionary

Appendix 2

War of 1812 Bicentennial Goals

Increase Lifelong Learning

We will move beyond a narrow history of the battlefields to address larger economic, social, and political issues of the war and to draw connections to these issues today, so that our audiences can experience civic engagement beyond the boundaries of the park.

Embracing a 21st-Century Mission

We will create new collaborative models that include working with partners who were once enemies in the conflict, to preserve and interpret our shared history using a variety of techniques, technologies, and the cultural arts.

Exploring the Full Diversity of America

We will engage multiple audiences through a broad range of media and learning opportunities, and we will invite multiple perspectives on the war and its lasting effects.

Invigorating Stewardship

We will work collaboratively with educational institutions, service learning organizations, and community groups to increase involvement of youth and young adults in the interpretation and protection of Perry's Victory and International Peace Memorial.

Appendix 3

Great Lakes Restoration Initiative Goals

The Great Lakes Restoration Initiative is the largest investment in the Great Lakes in two decades. A task force of 11 federal agencies developed an action plan to implement the initiative. This action plan covers fiscal years 2010 through 2014 and addresses five urgent issues:

Cleaning up toxics and areas of concern

Combating invasive species

Promoting nearshore health by protecting watersheds from polluted run-off

Restoring wetlands and other habitats

Tracking progress and working with strategic partners

Participants

Those attending planning workshops included:

Mary Beckford, Executive Director, Put-in-Bay Chamber of Commerce

Marc Burr, President, The Perry Group

Nichole Fifer, Special Events, PEVI

Samuel Fisher, Interpretation, PEVI

Larry Fletcher, Executive Director, Lake Erie Shores and Islands West

Jeff Helmer, Interpretation, PEVI

Charlie Holbrook, Site Manager, Eastern National

Kathie Holbrook, PEVI (Great Lakes Restoration Initiative)

Rick Jones, Interpretive Planner, Harpers Ferry Center/NPS

Sue Judis, Chief of Interpretation, PEVI

Carol Roberts, Eastern National

Blanca Stransky, Superintendent, PEVI

Michael Young, Interpretation, PEVI

Ron Thomson, Workshop facilitator

Jim Cokas, Document design

Harpers Ferry Center
National Park Service
U.S. Department of the Interior



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